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BEFORE THE
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268–0001

PERIODIC REPORTING (PROPOSAL NINE)	Docket No. RM2020-1

RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO QUESTION 1 OF CHAIRMAN'S INFORMATION REQUEST NO. 1
(January 29, 2020)

The United States Postal Service hereby provides its response to the above listed question of Chairman's Information Request No. 1, issued January 2, 2020. The questions are stated verbatim and followed by the response.

Respectfully submitted,

UNITED STATES POSTAL SERVICE

By its attorney:

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1. Please refer to the 2019 Facility Space Usage Study attached to the Petition.

a. On page 16, the Postal Service states that the team members "participated in meetings with the headquarters operations industrial engineering (OIE) group in which the structure of the online layout repository was discussed."

i. Please describe the format of the online layout repository and explain whether it is analogous to a database. If not, please explain.

ii. Please provide an example of a layout from the online layout repository.

iii. Please clarify whether all facilities in the population have layouts located in the online layout repository.

b. On page 17, the Postal Service states that "[f]or mail processing MODS operations performed at plants…the lists of operation numbers that make up each cost pool…were designated as the official 'maps' used to allocate space to those operations." Please provide a step-by-step description of how this process occurred.

c. On page 17, the Postal Service states that "[f]ield observations were performed at two of the largest plants in the sample." Please confirm that these field observations were conducted in order to give the Cost Attribution employees the knowledge and experience to tag and map the rest of the sampled facilities remotely. If not confirmed, please explain the purpose of these field observation visits.

d. On page 17, the Postal Service explains that "[f]or each sample facility, the PostalCAD architecture and workroom floor drawings were downloaded from the FFS drive." Please confirm that the PostalCAD architecture and workroom floor drawings are the same drawings as the "online layout[s]" in the repository discussed on page 16. If not confirmed, please explain.

e. Please provide a step-by-step explanation of the workflow involved in the tagging process described on pages 17-18.

i. If possible, please provide a graphic representation or example of how an online layout for a given facility is populated.

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ii. Please provide the average amount of time spent to tag and map one facility. To the extent that the time varies significantly between small, medium, and large facilities, please provide an average time for each facility category.

RESPONSE:

a(i). The online repository of drawings for postal facilities is not a database. The Facility File Share (FFS) drive contains the PostalCAD drawing files for postal facilities. The drawing files have ".DWG" file extensions and are opened using the PostalCAD software.

The mail processing layouts are contained in the 'Facility Drawings' directory on the FFS drive. The 'Facility Drawings' directory contains subdirectories for each Area. Each Area subdirectory contains a subdirectory for each mail processing facility, which contains drawings specific to that facility.

The delivery and retail layouts are contained in the 'Delivery Units' directory on the FFS drive. The 'Delivery Units' directory also contains separate subdirectories for each Area. The Area subdirectories contain subdirectories for each District. Each District subdirectory contains a subdirectory for each delivery and retail facility, which contains drawings specific to that facility.

a(ii). Please see an example of a pdf version of the PostalCAD facility layout for a processing and distribution center (P&DC) in the 'Prop.9.ChIR.1.a.Attachment.pdf' file, attached to this response electronically.

a(iii). The 'Facility Drawings' directory contains layouts for all large mail processing facilities. The drawings for some of the smallest mail processing facilities

(e.g., some Air Mail Facilities and transfer hubs) are not contained in this directory. The 'Delivery Units' directory does not contain drawings for all delivery and retail facilities.

b. The drawing for any given facility must be tagged before it can be mapped. Please see the response to part (e) of this question, which describes the tagging process. The output from the tagging process is a text file that lists operation numbers, operation descriptions, and the corresponding space that was measured for those operations.

The text file is converted into a Microsoft Excel file and is incorporated into a workbook that contains two worksheets. Please see the 'Prop.9.ChIR.1.b. Attachment.xlsx' file, attached to this response electronically. This file is the mapping file that corresponds to the P&DC drawing file that was provided in response to part a(ii) of this question.

The first worksheet contains the space outputs from the tagging process. Please see the 'S02 SITE 06' worksheet in the 'Prop.9.ChIR1.b.Attachment.xlsx' file. If applicable, column A contains the MODS operation number that corresponds to the space. Column B contains a description of the space. Column C contains the operational space measured in square feet. Column D contains the space perimeter measured in feet.

The second worksheet contains a list of all possible operations and functions. Please see the 'SPACE FORM' worksheet in the 'Prop.9.ChIR1.b.Attachment.xlsx. The drawing space that was tagged for each operation and function in column C of the 'S02

SITE 06' worksheet is mapped to the corresponding cells in column D of the 'SPACE FORM' worksheet.

During the process of mapping the tagged space to each operation and function, postal employees relied on available analytical tools, as well as their own judgement. The MODS, NDC, and NONMODS operations correspond to the cost pools used in other postal cost analyses, such as the mail processing unit cost by shape estimates that are presented in USPS-FY19-26. For the MODS and NDC operations, tables I-2B and I-3B from the 'USPS-FY19-7 Part 1.xlsx' file are generally used to determine the operation numbers that should be mapped to each operation. The MODS and NDC operations are contained in cells D18:D55, which are highlighted in green, in the 'SPACE FORM' worksheet in the 'Prop.9.ChIR.1.b.Attachment.xlsx' file.

As an example, the tagged manual letter operation space is contained in cell C46 in the 'S02 SITE 06' worksheet in the 'Prop.9.ChIR.1.b.Attachment.xlsx' file. This space is highlighted in blue. In PostalCAD, MODS operation number 030 (cell A46) was used to represent this space. According to table I-2B, the costs for operation 030 are contained in the 'MANL' MODS cost pool. In the 'SPACE FORM' worksheet, the space for the 'MANL' operation should be mapped to cell D25. The value in cell D25 (2,615 square feet) is therefore equal to the manual letter operation space in cell C46 in the 'S02 SITE 06' worksheet. This process is repeated for all MODS and NDC operations that appear in the operation list for a given facility.

In some cases, however, a MODS number in the operation list may not correspond to operation numbers shown in table I-2B and table I-3B, or there is no

MODS operation number associated with a given operation or function. In addition, MODS operation numbers can change over time. For example, the space for the image processing sub (IPSS) system / national directory support system (NDSS) is highlighted in yellow and can be found in cells C204 and C205 in the 'S02 SITE 06' worksheet in the 'Prop.9.ChIR.1.b.Attachment.xlsx' file. There are no MODS operation numbers specified in cells A204 and A205. The space in cells C204 and C205, however, represents the equipment that links the P&DC to the remote encoding center (REC). The keying activities performed by data conversion operators (DCO) at the REC are represented by the MODS operation number 388. According to table I-2B, the costs for operation 388 are contained in the 'LD15RECS' cost pool. In the 'SPACE FORM' worksheet, the space for the 'LD15RECS' operation should be mapped to cell D28. The value in cell D28 (1,264 square feet) is therefore equal to the sum of the IPSS/NDSS operation space in cells C204 and C205 in the 'S02 SITE 06' worksheet.

The final numbers in the two mapping file worksheets were checked to ensure that the total space values matched. In addition, an employee reviewed all the files in order to ensure that the operational and functional space at all facilities was mapped in a consistent manner, as described in the report.

c. Confirmed.

d. Confirmed.

e. The tagging steps are as follows:

1. A facility is selected from the sample facility list.

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2. The Site Summary report for that facility is downloaded from webEOR. The Site Summary report includes a list of equipment at each facility. This report is used to verify that the mail processing equipment in the report matches the equipment shown in the drawing.

3. The Volume Work Hours report for that facility is downloaded from webMODS. The Volume Work Hours report includes a list of MODS operation numbers used at each facility. This report is used to verify that all major facility operations are included in the drawing.

4. The Facility Database System is accessed to determine how many city and rural carriers should be located at each facility. This information is used to verify that the drawing contains adequate delivery operation space for those facilities that contain carriers.

5. The latest architecture and work room floor drawing files are downloaded from the FFS drive.

6. The drawings are opened using the PostalCAD software.

7. PostalCAD commands are used to tag all the space for a given facility. Please see the response to part e(i) of this question.

8. A text file that contains a list of the facility space by operation and function is generated using the PostalCAD "SMR" command.

e(i). Please see the file 'Prop.9.ChIR.1.e.Attachment.pdf' (attached to this response electronically) which contains the PostalCAD work instructions for tagging

operational space and creating space management drawings. This work instruction includes graphical depictions of the steps required to tag space management drawings.

e(ii). The average time required to tag and map the facilities is shown below. These numbers do not include the rework time required to process some facility drawings, as described in the Facility Space Usage Study report.

Facility Type	**Average Days**
Delivery and Retail Facility	1-2
Small Mail Processing Facility	3-4
Medium Mail Processing Facility	4-5
Large Mail Processing Facility	5-6